

Message Text

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PAGE 01 STATE 309492
ORIGIN EUR-12

INFO OCT-01 ISO-00 /013 R

66011
DRAFTED BY EUR/RPE:PLLAASE:FF
APPROVED BY EUR/RPE:PLLAASE
----- 100554 /62
R 222308Z DEC 76
FM SECSTATE WASHDC
TO USMISSION OECD PARIS

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FOL RPT USNATO 6740 ACTION SECSTATE 8 DEC QUOTE

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EO 11652 N/A
TAGS AORG NATO OECD
SUBJECT NATO WORK STOPPAGE

REF (A) STATE 294755 (B) USNATO 6602 (C) 088283

1. WHILE WE APPRECIATE THE CONSIDERATIONS THAT UNDERLIE
REF A, WE BELIEVE THAT, WITH REGARD TO PUNITIVE MEASURES TO
DISCOURAGE WORK STOPPAGES, EVEN THE DISCUSSION OF SUCH MEASURES
WITH THE SECRETARY GENERAL OR MEMBERS OF HIS STAFF WOULD GENERATE
VERY STRONG REACTIONS THAT WOULD NOT BE LIKELY TO EASE
THE WAY TO RESOLVING THE CURRENT SALARY ISSUES. RATHER THEY
WOULD FURTHER CLOUD THE ATMOSPHERE HERE AT A TIME WHEN QUIET
FIRMNESS ON THE PART OF GOVERNMENTS IN SUPPORT OF
THEIR POSITION REFLECTED IN THE CCG REPORT NO. 133 IS
MOST LIKELY TO ACHIEVE THE DEPARTMENT'S DESIRED RESULT.

2. AS WE HAVE INDICATED BEFORE, SYG LUNS IS FULLY AWARE
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OF THE DIFFICULT POSITION IN WHICH HE FINDS HIMSELF,
WITH ALL GOVERNMENTS DISAPPROVING OF HIS ATTITUDE
TOWARD SALARY ISSUES AND THE STAFF ASSOCIATION
DISAFFECTED AS A RESULT OF HIS INABILITY TO DELIVER
ON THEIR DEMANDS. FEELING ISOLATED, LUNS ALREADY IS
ANTAGONISTIC TOWARD ANY PERSONAL OR OFFICIAL PROPOSALS

FOR RESOLUTION OF THE MATTER, ON TERMS OTHER THAN PROPOSED BY THE SECRETARIES GENERAL AND IS LIKELY TO BE PERSUADED TO ACCEPT THE 133RD REPORT ONLY ON THE BASIS OF A CLEAR ALLIED CONSENSUS THAT HE WILL BE UNABLE TO ERODE THROUGH INTIMIDATION OF WEAKER AMBASSADORS AND OTHER GAMBITS DESIGNED TO BUY TIME. HENCE, IN OUR VIEW, WE SHOULD DIRECT OUR ACTIONS NOW AT SHORING UP GENERAL ALLIED SUPPORT FOR THE 133RD REPORT SO THAT THE SECRETARIES GENERAL ARE CONFRONTED, IN EFFECT, WITH NO ALTERNATIVE TO ITS ADOPTION.

3. ASSUMING THE ALLIES ARE ABLE TO ACHIEVE COUNCIL AGREEMENT TO THE 133RD REPORT IN THE NEXT MONTH OR SO, PERHAPS WITH THE MODIFICATIONS THAT VAN LENNEP HAS PROPOSED, WE BELIEVE THAT WE MAY HAVE A PERIOD OF RELATIVE CALM IN LABOR RELATIONS HERE. HOWEVER, THE STAFF ASSOCIATION IS VERY LIKELY THEN TO WORK TOWARD ITS ULTIMATE OBJECTIVE OF ISOLATING NATO FROM THE CCG SO THAT COLLECTIVE BARGAINING ON WAGES CAN TAKE PLACE IN THE CONTEXT ONLY OF THE BRUSSELS ENVIRONMENT, WHICH STAFF ASSOCIATION MEMBERS BELIEVE WILL NET THEM SIGNIFICANT ADVANTAGES BECAUSE OF THE HIGHER WAGES THEY CONTINUE TO EXPECT THAT THE EC WILL PAY. WE BELIEVE WE SHOULD CONTINUE TO OPPOSE STRONGLY SUCH A DEVELOPMENT, MAKING IT CLEAR OUR CONTINUED INSISTENCE ON COORDINATION THROUGH THE CCG.

4. AFTER APPROVAL OF THE 133RD REPORT, WE THEN MIGHT RAISE POSSIBLE STEPS TO HEDGE AGAINST FUTURE DISRUPTIVE STRIKES, AS SUGGESTED IN STATE 88283, ON WHICH WE OFFER THE FOLLOWING COMMENTS:

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A. REGARDING THE POSSIBILITY OF EFFECTING A "SIGN-IN" PROCESS, NATO CONTINUES TO PAY EMPLOYEES DURING WORK STOPPAGES. IN THE PAST THERE HAS BEEN DISCUSSION OF WAYS TO WITHHOLD WAGES FROM THOSE EMPLOYEES NOT WORKING DURING WORK STOPPAGES, BUT THE UDEA HAS BEEN CONSIDERED UNWORKABLE SINCE ANY SUCH PLAN WOULD REQUIRE (1) SUPERVISORS TO CERTIFY WHICH EMPLOYEES DID NOT WORK, AND (2) BUDGET AND FISCAL PERSONNEL TO TAKE THE NECESSARY ACTION TO DOCK PAY ACCORDINGLY. SINCE BOTH SUPERVISORS AND STAFF HAVE PARTICIPATED IN THE NATO WORK STOPPAGES, IT IS IMPOSSIBLE TO GUARANTEE NECESSARY STEPS WOULD BE TAKEN OR APPLIED FAIRLY AND UNIFORMLY.

B. AT PRESENT THERE IS NO CLEAR STIPULATION THAT EMPLOYEES MUST AGREE NOT TO STRIKE OR ENGAGE IN WORK STOPPAGES WHEN THEY ARE APPOINTED OR THEIR CONTRACTS RENEWED. ON ACCEPTING APPOINTMENT WITH

NATO, EACH MEMBER OF THE STAFF SIGNS A DECLARATION THAT STATES, IN PART, HE OR SHE UNDERTAKES TO EXERCISE THE ENTRUSTED FUNCTIONS "...WITH THE INTERESTS OF THE ORGANIZATION ONLY IN VIEW...(AND) NOT TO SEEK OR ACCEPT INSTRUCTION IN REGARD TO THE PERFORMANCE OF ...DUTIES FROM ANY GOVERNMENT OR FROM ANY AUTHORITY OTHER THAN THE ORGANIZATION/HEADQUARTERS." DISCIPLINARY ACTION MAY BE TAKEN AGAINST A MEMBER OF THE STAFF WHOSE WORK OR CONDUCT IS UNSATISFACTORY. SUCH ACTION INCLUDES POSTPONEMENT OF A SALARER TO REIMBURSE, EITHER IN PART OR IN FULL, ANY LOSS SUSTAINED BY THE ORGANIZATION THROUGH THE STAFF MEMBERS' GROSS NEGLIGENCE OR WILLFUL ACT. HOWEVER, THE ENFORCEMENT OF SUCH PROVISIONS WOULD REQUIRE THE SUPPORT OF SUPERVISORY AND STAFF PERSONNEL WHICH IT MAY NOT BE REALISTIC TO EXPECT. WE ENVISAGE UNIFORM EMPLOYEE RESISTANCE AS WELL TO PROPOSING A NEW PROCEDURE WHEREBY ALL EMPLOYEES LIMITED OFFICIAL USE

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AGREE IN ADVANCE NOT TO GO ON STRIKE OR ENGAGE IN WORK STOPPAGES. MOREOVER, WE WOULD ANTICIPATE GREAT DIFFICULTY IN PERSUADING OUR ALLIES THAT SUCH A PROVISION SHOULD BE ADOPTED IN CONTRACTS IN LIGHT OF THE FACT THAT SOME ALLIED GOVERNMENTS PERMIT STRIKES BY CIVIL SERVANTS. WE DO NOT RULE OUT ENTIRELY, HOWEVER, THE POSSIBILITY THAT EVENTUALLY WE MIGHT ACHIEVE CONSENSUS ON THE GROUNDS THAT NATO HEADQUARTERS IS TOO IMPORTANT FROM AN ALLIED SECURITY VIEWPOINT TO PERMIT INTERRUPTIONS TO ITS SERVICES.

C. WITH REGARD TO A SHIFT TO SECONDMENT OF PERSONNEL, WE HAVE POINTED OUT IN EARLIER MESSAGES THAT IT IS PROBABLY TOO LATE TO TURN BACK THE CLOCK TO NATO'S EARLIEST DAYS WHEN ALMOST ALL NATO PERSONNEL WERE SECONDED. THE CONCEPT OF A "PERMANENT" CORE IN THE INTERNATIONAL STAFF, BASED ON ALMOST AUTOMATIC RENEWAL OF CONTRACTS, HAS BECOME AN ACCEPTED WAY OF LIFE. WE WOULD ANTICIPATE LITTLE SUPPORT FROM OTHER ALLIES FOR CHANGING IT. THE SYG, CONSCIOUS THAT SOME MEMBERS OF THE INTERNATIONAL STAFF ARE IN EFFECT DENATIONALIZED AS A RESULT OF ANTAGONISM BETWEEN THEM AND NATIONAL GOVERNMENTS, ALSO COULD BE EXPECTED TO RESIST VIGOROUSLY ON HUMANITARIAN AND OTHER GROUNDS. HERE AGAIN, IF THE UNITED STATES WERE TO ASSERT ITSELF FIRMLY, WE MIGHT ACHIEVE SOME MOVEMENT TOWARDS REINSTITUTION OF SECONDMENT, BUT IT STILL WOULD NOT RESOLVE THE PROBLEM OF THE LOWER B AND C GRADES, WHERE SO MANY OF THE PERSONNEL ARE OF BELGIAN ORIGIN AND SECONDMENT OF OTHER NATIONALITIES WOULD NOT BE AN ATTRACTIVE OPTION.

D. A POSSIBLE ALTERNATIVE TO THE FOREGOING
WOULD BE SECONDMENT OF ALL A REPEAT A GRADE PERSONNEL,
A PRACTICE THAT WE BELIEVE WOULD INVIGORATE GREATLY
THE WORK OF NATO, AND ARRANGEMENTS FOR STAFFING THE
B AND C GRADES AS AT PRESENT WITH LOCAL HIRE PERSONNEL
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WHOSE CONTRACTS CONTAIN A NO-STRIKE CLAUSE ROOTED IN
THE MILITARY CHARACTER OF THE HEADQUARTERS.
ALSO, CONSIDERATION MIGHT BE GIVEN TO FILLING A
LARGE NUMBER OF THE CLERICAL AND GUARD POSITIONS WITH
MILITARY PERSONNEL SECONDED BY ALLIED GOVERNMENTS.
PRESUMABLE SUCH PERSONNEL COULD BE HELD ON A SHORTER
LEASH THAN CIVILIAN EQUIVALENTS.

4. WHILE, AS WE HAVE NOTED, WE DOUBT THAT, IN
THE FINAL ANALYSIS, WE WILL BE ABLE TO ACHIEVE THE
DEPARTMENT'S OBJECTIVE OF ENFORCEABLE SANCTIONS AGAINST
MANIFESTATIONS BY NATO'S LABOR FORCE, WE BELIEVE
IT WOULD BE SALUTARY FOR THE US TO WEIGH IN OVER THE
NEXT FEW MONTHS WITH SOME STIFF PROPOSALS AS A MEANS
OF INDICATING TO THE INTERNATIONAL STAFF THAT IT HAS
EXCEEDED OUR LEVEL OF TOLERANCE IN SCHEDULING WORK
STOPPAGES AT THE ALLIANCE NERVE CENTER. WE WOULD
RECOMMEND AS A FIRST TACTICAL STEP THAT THE US PROPOSE A
RETURN TO FULL SECONDMENT OF ALL PERSONNEL, FOR THIS
IS THE MOST FAR-REACHING POSSIBLE PROPOSAL AND, IN THE
ENSUING PROCESS OF BARGAINING, WE MIGHT ACHIEVE THE
OBJECTIVE OF DISCOURAGING IRRESPONSIBLE LABOR BEHAVIOR
BY THE ADOPTION BY NATO OF SOME SANCTIONS. STRAUZ-HUPE

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Message Attributes

Automatic Decaptioning: X
Capture Date: 01 JAN 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 22 DEC 1976
Decaption Date: 01 JAN 1960
Decaption Note:
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Authority: GolinoFR
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 28 MAY 2004
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1976STATE309492
Document Source: CORE
Document Unique ID: 00
Drafter: PLLAASE:FF
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Film Number: D760470-0663
From: STATE
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1976/newtext/t19761219/aaaaaqgy.tel
Line Count: 206
Locator: TEXT ON-LINE, ON MICROFILM
Office: ORIGIN EUR
Original Classification: LIMITED OFFICIAL USE
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 4
Previous Channel Indicators: n/a
Previous Classification: LIMITED OFFICIAL USE
Previous Handling Restrictions: n/a
Reference: 76 STATE 294755
Review Action: RELEASED, APPROVED
Review Authority: GolinoFR
Review Comment: n/a
Review Content Flags:
Review Date: 06 APR 2004
Review Event:
Review Exemptions: n/a
Review History: RELEASED <06 APR 2004 by ShawDG>; APPROVED <07 APR 2004 by GolinoFR>
Review Markings:

Margaret P. Grafeld
Declassified/Released
US Department of State
EO Systematic Review
04 MAY 2006

Review Media Identifier:
Review Referrals: n/a
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
Secure: OPEN
Status: NATIVE
Subject: NATO WORK STOPPAGE
TAGS: AORG, NATO, OECD
To: OECD PARIS
Type: TE
Markings: Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 04 MAY 2006